Government of Saskatchewan

Annual Report 2003-2004

Saskatchewan Industry and Resources

Saskatchewan Centennial 2005

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Letters of Transmittal

The Honourable Lynda Haverstock
Lieutenant Governor
Province of Saskatchewan

May it please Your Honour:

I respectfully submit the Annual Report of Saskatchewan Industry and Resources for the fiscal year ending March 31, 2004.

Eric Cline, Q.C.
Minister of Industry and Resources

The Honourable Eric Cline, Q.C.
Minister of Industry and Resources

Dear Sir:

I have the honour of submitting the Annual Report of Saskatchewan Industry and Resources for the fiscal year ending March 31, 2004.

Respectfully submitted,

Larry Spannier
Deputy Minister

Introduction

The 2003-04 annual report document of Saskatchewan Industry and Resources provides 2003-04 department performance plan results and publishes the department's performance on key government actions for 2003-04. The department published its performance plan for 2003-04 in its 2002-03 annual report (available online at www.gov.sk.ca/finance/accountability/2004/annualreports.htm). Key actions were also identified in Our Plan for 2003-04, the government-wide plan released with the 2003-04 budget, available at www.gov.sk.ca/finance/budget/budget03/ourplan.pdf.

Improvements to the annual report document and results reporting are tied to the continued implementation of government's accountability framework. Reporting actual year-end results – both financial and performance – as compared to the plan released earlier in the year increases accountability to the public. The Industry and Resources 2004-05 performance plan has been released with budget documents found on the above-referenced website. Future annual reports will provide results reporting against the performance measures and actions included in the performance plan.

Who We Are

Saskatchewan Industry and Resources is the government's business department, charged with stimulating entrepreneurial and business investment and spurring development of the province's resource sector.

The department's mandate is: "To achieve full and responsible development of Saskatchewan's energy, mineral and forestry resources; to work with businesses and co-operatives to expand the Saskatchewan economy by promoting, co-ordinating and implementing policies, strategies and programs that encourage sustainable economic growth; and to optimize revenues to fund government programs and services."

The department's vision is of "an innovative, prosperous and sustainable economy supported by full participation and responsible energy and mineral development."

As the business department of government, Industry and Resources has a broad range of responsibilities that are managed in five major areas within the department:

Industry, Business and Sector Development

- Industry and business development functions support business growth and retention through investment attraction, efforts to increase competitiveness, and the removal of regulatory and other impediments.
- Regional economic development counsel and advice support businesses and co-operatives through regional offices.
- Strategic initiatives are pursued in high priority projects such as the Canadian Light Source (CLS) synchrotron, forest product development, and support to the Saskatchewan Forest Centre, and in ethanol and agri-value initiatives.

Investment Programs

- Investment programs are managed and maintained through the Strategic Investment Fund, Western Economic Partnership Agreements, Small Business Loans Associations, Petroleum Research Initiative, Technology Commercialization Fund, and the Labour-sponsored Venture Capital Corporation Program.

Marketing and Promotion

- Marketing and corporate services support strategic communication initiatives (such as the Our Future is Wide Open campaign), human resources functions, budget planning and preparations as well as information technology management and support to the department.

Resource and Economic Policy

- Resource and economic policy monitors economic and market trends, policies, legislation and impacts on industry performance, and provides analysis and recommendations on issues such as royalty/tax systems and climate change.

Natural Resource Management and Development

- Energy planning and development encourages responsible development, use and conservation of energy resources.
- Resource development stimulates optimal development of oil, gas and mineral resources and administers Crown mineral rights.
- Resource regulation and revenue collection ensures the timely and full collection of revenues to the province and ensures activities meet with environmental and regulatory obligations.

The department has approximately 390 employees, located in Regina and at nine regional industry development offices and six regional resource development offices.

In fulfilling its mandate, the department regularly liaises with a variety of economic development organizations and agencies in the province's key resource sectors, the co-operative sector and the business community. Industry and Resources provides operational funding to the province's 28 Regional Economic Development Authorities (REDAs) as well as to Neighbourhood Development Organizations. The department also provides transfer payments through its budget to Tourism Saskatchewan and the Saskatchewan Trade and Export Partnership (STEP) for their annual operations. In addition, Industry and Resources provides support to the Petroleum Technology Research Centre, the International Test Centre for Carbon Dioxide Capture, and the Prairie Adaptation Research Collaborative at Regina Research Park.

Internal Organization as of March 31, 2004

2003-04 Results at a Glance

Summary of Performance Results

The 2003-04 plan results report the department's responsibility to ensure optimal benefit is realized from the non-renewable resource sectors by ensuring the most effective management of resources and by ensuring a fair share of the revenues are returned to the province. The following summary indicates the department's achievements in striving to ensure that Saskatchewan encourages and fosters innovative solutions and achievements.

Goal 1 - A positive environment for business

- The department signed a five-year, $50-million Western Economic Partnership Agreement (WEPA) with the Government of Canada to encourage economic development in Saskatchewan. This agreement replaces the former four-year, $40-million WEPA that expired in 2002.
- The department leveraged $43 million in research funding from non-provincial government sources through the Innovation and Science Fund (ISF) and WEPA.
- Compared to 2002, employment increased in mining, oil and gas, forestry, information technology and tourism, and decreased in manufacturing and agriculture.

Goal 2 - Optimal development of energy and mineral resources

- Well licensing in 2003 was up 19 per cent over the same period in 2002.
- Staff reviewed mineral royalty/taxes applied to uranium and potash in a number of competing jurisdictions around the world to evaluate the competitiveness of Saskatchewan.
- An estimated 24 per cent of the oil and gas industry's annual revenues was paid to the Crown as royalty.

Goal 3 - Responsible use and delivery of energy in Saskatchewan

- The department worked with the climate change co-ordinator and officials from other departments and agencies to review a number of climate change issues in Saskatchewan, including large industrial emitters, electricity generation, carbon storage in agricultural soils and forests, and energy conservation in buildings.
- Staff represented the province in bilateral and multilateral meetings with the federal government on implementation of a long-term federal climate change plan. It is not clear that the federal government's climate change plan will treat Saskatchewan fairly compared to other Canadians since much of Saskatchewan's economic growth is linked to the development of our oil, natural gas and coal resources.

2003-04 Summary of Financial Results

In the 2003-04 fiscal year, Saskatchewan Industry and Resources' $77.541-million budget was underspent by $6.026 million resulting in little or no impact on the department's performance results. Variance explanations are as follows:

- The Western Economic Partnership Agreement program was under budget by $2.771 million due to the late signing of the agreement and major projects at lower cost, early development stages. The department's performance results relating to research and development, and commercialization funding leveraged from non-provincial sources were exceeded and may have been higher if the agreement had been signed earlier.
- Delays in the construction of ethanol production facilities and an under expenditure of $2.838 million in the Ethanol Fuel Tax Rebate program's estimated budget of $3.360 million did not impact the department's performance results on a balanced response to climate change as small amounts of ethanol were produced.
- In the final quarter, the department was directed to further scrutinize its operating expenditures to commit to a government expenditure restraint plan. Although this resulted in a net savings of approximately $420,000, this did not negatively impact the performance plan results.

2003-04 Performance Results

This is the first occasion for Industry and Resources to release its public performance plan results. The department published its performance plan for 2003-04 in its 2002-03 annual report (online at www.gov.sk.ca/finance/accountability/2004/annualreports.htm).

The key actions originally presented in our 2003-04 plan are listed below, accompanied by a report on our actual progress for each. Actual results information is included for all key actions and performance measures that were published in the 2003-04 performance plan. Further information about the department performance plan and activities is available on the website at www.ir.gov.sk.ca.

Goal 1 - A positive environment for business

Objective 1
Increase the adoption of new technologies and best practices

The adoption of new technologies and best practices is vital to long-term competitiveness and sustainability of Saskatchewan's industries. In 2003-04, the department effectively carried out its role in encouraging the development and application of new technologies and the adoption of best practices by making strategic investments in research, building infrastructure to support the development of new technologies and best practices, and by investing in technology and knowledge transfer initiatives. In the 2003-04 fiscal year, department funds for the Canadian Light Source (CLS) synchrotron and the Petroleum Technology Research Centre helped to promote a positive environment for business, and attracted research to develop innovative approaches and processes to advance the province's key sectors. Through partnerships and consortiums of manufacturing excellence, the province encouraged the dissemination of information on world-class manufacturing best practices and encouraged industry to tap into international expertise to guide and enhance its processes.

Key Results

Action
Build awareness of the CLS synchrotron and its capabilities through business development funding for the CLS and operating funding for the Saskatchewan Synchrotron Institute. The CLS will begin operation in January 2004. [2003-04 planned result]

Result
The department created awareness of the CLS synchrotron and its capabilities through business development funding for the CLS and operational funding for the Saskatchewan Synchrotron Institute. Department support contributed to a base of more than 70 synchrotron researchers in the province. The CLS will officially open in October 2004.

Action
Support the Saskatchewan Forest Centre through capital funding for construction of the building and funding for applied research. [2003-04 planned result]

Result
Industry and Resources continues to provide support to the Saskatchewan Forest Centre (SFC). The SFC building is under construction. The department is also assisting SFC to advance new technologies in Saskatchewan through support for developing innovative Internet-based database management tools. This "virtual data warehouse" is expected to serve both industry and government decision support needs by reducing the time needed for forestry analysis.

Action
Allocate approximately $8 million to Saskatchewan universities through the Innovation and Science Fund to match projects approved through federal research programs such as the Canada Foundation for Innovation. [2003-04 planned result]

Result
The Innovation and Science Fund (ISF) provided $7,957,064 for research projects. The University of Saskatchewan received $250,000 to support Canadian Institute for Health Research projects as well as $6,405,433 to support 30 additional projects; the University of Regina received $1,276,631 to support 10 projects; and Saskatchewan Institute of Applied Science and Technology received $25,000 to support one project.

Action
Invest $1.0 million in research capacity at the Petroleum Technology Research Centre (PTRC) and develop capabilities for technology transfer and for marketing projects to the oil industry

through the PTRC and the Saskatchewan Petroleum Research Initiative (SPRI). [2003-04 planned result]

Result
Industry and Resources provided $1 million to the PTRC in 2003-04 through the Petroleum Research Initiative ($750,000) and Energy Sector Initiatives ($250,000).

Action
Provide funding to the Saskatchewan Market Assessment of Research and Technology (SMART) program, helping registered small businesses (that are eligible for NRC/IRAP funding) use competitive intelligence for commercializing new and innovative technologies. [2003-04 planned result]

Result
The department delivered the SMART program in partnership with the National Research Council and the Prairie Centre for Business Intelligence to help registered small businesses use competitive intelligence for commercializing new and innovative technologies. Five projects were approved in 2003-04.

Action
Facilitate the development and growth of manufacturing consortiums in the province, providing a mechanism for transferring world-class manufacturing knowledge and best manufacturing practices to the consortium participants and into Saskatchewan companies. [2003-04 planned result]

Result
The department facilitated the development of a third consortium of manufacturing excellence in the province and continued to work on developing consortiums to provide mechanisms for transferring world-class manufacturing knowledge and practices to Saskatchewan companies. The department led a delegation of Saskatchewan companies on a Team Saskatchewan mission to North America's largest conference on lean manufacturing to expose local manufacturers and industry stakeholders to the best practices in the field. A local symposium was organized that highlighted the journeys of four Saskatchewan companies. The conference was attended by over 120 delegates from the Saskatchewan business community.

Industry and Resources entered into a new $50-million Western Economic Partnership Agreement (WEPA) with the Government of Canada that includes the objective of commercializing technology in the province. The department committed over $700,000 in WEPA funding to three projects that could lead to the adoption of new technologies and best practices. This funding will result in a further $3,191,618 in leveraged funding.

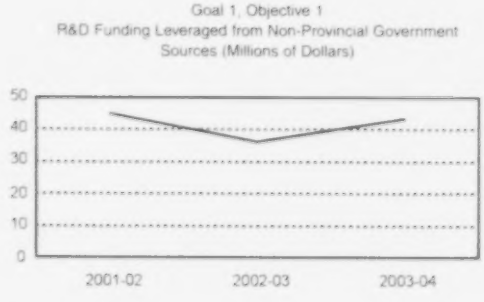
Action
In co-operation with the Saskatchewan Research Council, establish the Saskatchewan Intelligent Systems Technologies Program, a four-year, $4-million program dedicated to matching PreCarn Incorporated's contributions for the development and application of intelligent system technologies in Saskatchewan. [2003-04 planned result]

Result
The department helped deliver the Saskatchewan Intelligent Systems Technologies Program along with PreCarn Inc. and the Saskatchewan Research Council to increase Saskatchewan capabilities in the development, application and commercialization of intelligent systems technologies. The program approved four projects in 2003-04.

Goal 1, Objective 1
Measurement Result

Performance Measure
Research and development, commercialization funding leveraged from non-provincial government sources through the Innovation and Science Fund (ISF) and Western Economic Partnership Agreement (WEPA)

Trend Information



Data Source
Industry and Resources Investment Programs Division.
Non-provincial government sources consists of the federal government, higher education institutions and business sectors.

Goal 1, Objective 2
Facilitate business and co-operative growth

In 2003-04, the department stimulated business growth by providing support, information, pathfinding and referral services, by working in partnership with the public and private sectors to deliver a comprehensive and accessible small business support system, and by supporting the regional economic development authorities in their economic development initiatives.

Goal 1, Objective 2
Key Results

Action
Provide information, assessment and pathfinding services to support and encourage business and co-operative development, retention and expansion. [2003-04 planned result]

Result
In partnership with the Saskatchewan Economic Developers Association (SEDA) and Industry Canada, an investment readiness curriculum was developed, and 10 seminars were delivered on investment readiness in Saskatchewan communities. The seminars received excellent evaluations with 236 community leaders participating.

In partnership with SEDA and Industry Canada, a curriculum was developed for a business retention training module for Saskatchewan communities. Workshops were delivered on a pilot basis.

In collaboration with Trade Team Saskatchewan, 'Going Global' seminars on export readiness were held in Yorkton, Estevan, Swift Current, Moose Jaw, Prince Albert and North Battleford and were attended by 115 people.

The department supported the development and expansion of co-operatives and promoted the development of New Generation Co-operatives in the province: facilitated 17 new co-operative incorporations in 2003-04; supported interprovincial activities including collection of co-operative sector economic data, support for co-operative development and co-ordination of regulation and legislation; and participated in national projects relating to co-operatives in low-income communities and co-operatives in agriculture.

Action
Promote the Invest in Saskatchewan labour-sponsored venture capital program as a means to attract and encourage investment and to provide capital to small- and medium-sized businesses. [2003-04 planned result]

Result
In the 2003 tax year, provincial labour-sponsored venture capital funds increased capital raising by 14 per cent and invested over $32.5 million in 40 businesses through the Invest in Saskatchewan Program.

Action
Through Saskbiz.ca, provide economic and social data on communities to support investment attraction, site selection, economic planning, and business development and retention. In 2003-04, the project will be expanded provincewide from the pilot area in the southeast. Solicitations for involvement have been sent to more than 800 municipal governments in Saskatchewan. [2003-04 planned result]

Result
The Saskbiz.ca website offers comprehensive information on Saskatchewan communities and regions, including demographics, industries and the workforce. The site's Geographic Information Systems interactive mapping technology provides quick access to local and regional data, which helps investors and site selectors looking to set up new businesses in the province. During the year, coverage of communities beyond the initial pilot project area was substantially completed. A total of 86 per cent of communities with populations greater than 500 have been profiled. Usage statistics show that one-third of the visitors to the site are international, with two-thirds Canadian. Visitors are spending an average of nine minutes per visit, with about 50 in-depth visits per day.

Action
In partnership, develop "one stop" regional enterprise centres to co-ordinate services to assist entrepreneurship and small business development in communities or regions to help their economies grow and create jobs. [2003-04 planned result]

Result
Regional business enterprise centres co-ordinate services to assist entrepreneurship and small business development in communities or regions.

Partnering organizations include provincial Regional Economic Development Authorities (REDAs), federal Community Futures Development Corporations, departmental regional offices, chambers of commerce, Western Economic Diversification Canada, Women Entrepreneurs of Saskatchewan and tribal councils. The centres are also regional access sites of the Canada-Saskatchewan Business Service Centre (CSBSC).

Action
Continue to support the Canada-Saskatchewan Business Service Centre (CSBSC) federal/ provincial partnership agreement to support Saskatchewan business development. [2003-04 planned result]

Result
Industry and Resources' regional office network and the CSBSC and its 16 regional access sites received general inquiries as follows: Industry and Resources - 10,084; CSBSC - 13,533; hits on CSBSC website - 373,000.

Action
Provide organizational and professional services, resources and training tools to REDAs to increase their economic development capacity and support their economic development efforts. [2003-04 planned result]

Result
Industry and Resources implemented performance contracts for REDAs that provided a framework to communicate measurable results for the REDAs' efforts in economic development. Acadia Small Business Institute delivers training on an ongoing basis in Saskatchewan for small business counsellor accreditation. The department co-ordinated the initial training in March 1999. A total of 32 participants from the initial training are eligible to receive this certification.

Action
Improve Saskatchewan's competitiveness in key sectors of the economy by benchmarking taxation, infrastructure development support and incentives designed to facilitate growth of existing companies and attract inward investment, against competing jurisdictions. [2003-04 planned result]

Result
Industry and Resources completed a report identifying trends in the use of incentives by various American jurisdictions to support sectoral economic development.

The department completed an annual report summarizing the provincial government's progress in improving the regulatory environment. The Regulatory Reform Initiative, which seeks to achieve better regulation by making it easier and less costly for business to comply with regulations without compromising environmental protection and public safety, completed its eighth year (2003-04) of a 10-year mandate. The department participated in a federal-provincial-territorial working group on regulatory reform that culminated in a report being submitted to the federally appointed External Advisory Group on Smart Regulation.

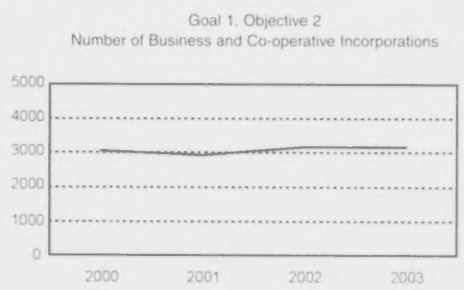
Action
Continue to promote and deliver the Small Business Loans Association (SBLA) Program to encourage the diversification of the province's economy and to support community economic development by providing funding to non-traditional entrepreneurs. [2003-04 planned result]

Result
In the 2003-04 fiscal year, small business loans associations made $3.4 million in loans to 487 businesses resulting in 1,100 jobs created or maintained.

Goal 1, Objective 2
Measurement Result

Performance Measure
The number of businesses and co-operative incorporations in Saskatchewan

Trend Information



Data Source
Saskatchewan Justice

Goal 1, Objective 3
Increase employment in priority sectors

Employment in Saskatchewan's priority sectors is driven largely by the demand for the goods and services exported from the province. While there is a wide variety of variables that affect decisions whether to purchase products and services of Saskatchewan origin, in 2003-04, the department contributed to the successes of businesses by providing supporting infrastructure for businesses to flourish and compete internationally and promoting Saskatchewan as a place to invest. The province's overall target to achieve 30,000 new jobs between 1999 and 2005 (Partnership for Prosperity) will be difficult to achieve, but Saskatchewan did set a new record for employment in 2003, with more people working than ever before. Saskatchewan's average annual employment stood at 486,800 persons, which represents an increase of 4,800 over the previous year, and surpasses the previous record for average annual employment of 485,000 set in 2000.

Goal 1, Objective 3
Key Results

Action
Support and encourage international trade through investment in the Saskatchewan Trade and Export Partnership. [2003-04 planned result]

Result
STEP continues to work with its partners to promote prosperity by sustained growth in the export of Saskatchewan goods, services and technologies. For the 2003-04 fiscal year, STEP assisted 235 members to establish business relationships in new markets. STEP has reported that the number of media hits exceeded 160, resulting in increased awareness of the value of STEP membership for Saskatchewan exporters.

Action
Promote Saskatchewan as a destination of choice, through investment in Tourism Saskatchewan. [2003-04 planned result]

Result
Tourism Saskatchewan, in partnership with a number of regional partners and others, developed a new marketing campaign approach to distribute about 700,000 tabloid promotional lure pieces about the province. About 500,000 of these pieces were distributed in the three Prairie provinces. Pre- and post-distribution surveys were conducted in the three Prairie provinces with the results being very positive. Results indicated that the positive perception of the province as a tourism destination among readers of the lure piece increased approximately 20 per cent, far above expectations. The readers were more likely to both mention Saskatchewan first as a place to vacation and have plans to visit the province.

Action
Develop initiatives and projects to increase investment and employment in the priority sectors. [2003-04 planned result]

Result
The province's 28 Regional Economic Development Authorities (REDAs) are involved in 208 economic development projects, of which 137 fall within the province's key sectors. As of March 31, 2004, these projects had an actual capital investment of $47 million and the potential for this investment to reach over $100 million. These projects have created and maintained 245 jobs and have the potential to create an additional 1,020 jobs. REDAs worked on over 75 development opportunities in varying degrees of development.

The REDA Youth Employment Program provided 16 young people with work-related experience in the economic development field. To date, 34 per cent of young people (78) working under the program have secured employment in the field.

The department assisted priority business sectors in manufacturing, forestry, advanced technology and agri-value overcome infrastructure-related barriers and constraints.

Industry and Resources hosted several dozen international companies, delegations and site selectors across all key sectors in visits to Saskatchewan to explore investment opportunities.

Department specialists worked with sectoral trade associations in advanced technology, biotechnology, apparels and textiles, aerospace and environmental industries to refine strategic plans and operational focus for member industries and clients. Department staff developed a draft policy

framework and consultation process to advance development and expansion of the Saskatchewan innovation system.

Action
Continue to lead forest product development through pathfinding, business plan development and feasibility analysis. [2003-04 planned result]

Result
Industry and Resources continues to support the work of Forintek Canada through an annual member contribution. The technology transfer supported through this membership is delivered through provincial participation in the Forintek Technical Advisory Committee. Participation on the committee, in combination with the industry advisory services provided by Saskatchewan-based Forintek staff, is the main focal point for advancing the adoption of new technology in the forest sector.

Action
Ensure that all new forest allocations are conditional on allowing Aboriginal equity participation in the project. [2003-04 planned result]

Result
Although no new timber allocations were made during 2003-04, the department supported Northwest Communities Wood Products (Métis) and La Ronge-Kitsaki (First Nation) to formalize previously awarded wood supply allocations in the form of Timber Supply Licences.

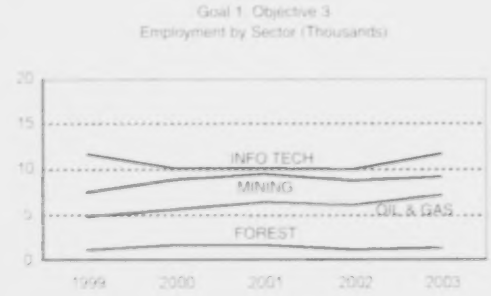
Action
Provide assistance to the Métis Nation of Saskatchewan (MNS) in the development of its strategic plan and fund employment of a Métis economic development officer.
[2003-04 planned result]

Result
Under an agreement with the Métis Nation of Saskatchewan (MNS), the department provided funding for staffing a Métis economic development officer to develop a strategic plan for the MNS.

Goal 1, Objective 3
Measurement Result

Performance Measure
Employment in selected sectors

Trend Information



Data Source
Statistics Canada, Labour Force Survey

Goal 1, Objective 4
Improve the perception of Saskatchewan as a place of opportunity

While government is not solely responsible for the province's image and how people (both within the province and outside) perceive the opportunities here, government has a significant role to play in communicating the province's strengths and building optimism and pride in the province's capabilities. A positive image does have an economic consequence in that optimism is likely to generate additional in-province investment and business expansion. In 2003-04 promotional campaigns led by Industry and Resources contributed to polling results that showed that 89 per cent of residents agreed with the statement "Saskatchewan is a great place in which to live, work and do business." This result was up from 77 per cent in 2001 and 83 per cent in 2002.

Goal 1, Objective 4
Key Results

Action
Promote Saskatchewan through out-of-province print, business-oriented television (e.g. Canada NewsWorld) and direct mail campaigns. [2003-04 planned result]

Result
Industry and Resources conducted a limited advertising campaign in major international site selection magazines. The ads promoted the competitive advantages of doing business in the province. As well, the department partnered with the Saskatchewan Economic Developers Association to promote the Saskbiz website on several of these ads.

The department produced and distributed an international marketing video promoting the advantages of doing business in key sectors. Marketing and sector staff created seven versions – one general and six sector-specific. Leading executives from each sector provided testimonials on their reasons for doing business in Saskatchewan.

Action
Continue implementation in province of the Our Future is Wide Open campaign, using contesting, print, radio and television advertising, and collateral marketing materials. [2003-04 planned result]

Result
In 2003-04, the department continued the out-of-province component of the Our Future is Wide Open marketing campaign – including ads on our six key sectors in national newspapers, signage promoting quality of life in major airports, and a one-minute television ad on Saskatchewan exports that ran on business and news networks. A national poll of business executives, conducted in June 2003, found that 43 per cent recalled seeing the advertising. Of that total, 38 per cent said they were more willing to do business in Saskatchewan as a result, a percentage that is above industry norms for a campaign of this nature.

The department and industry partners held Wide Open Week in May 2003 to raise awareness of Saskatchewan's achievements in technology and promote Saskatchewan-made products. The activities included technology showcases, the Saskatchewan-Made Products Trade Show, and Canada's largest science experiment involving 1,700 school children.

From May to August 2003, Industry and Resources partnered with the First Nations University of Canada (FNUC) to launch Sask Scene. For this project, a team of FNUC communication students attended summer cultural events across the province and interviewed young people about their lives in Saskatchewan. The team produced 24 video vignettes from 100 interviews, which were posted to the Sask Scene site. CTV, CBC and Global aired public service announcements produced from the vignettes.

Action
Continue implementation of an expatriates strategy through distribution of a newsletter and materials. [2003-04 planned result]

Result
The department joined forces with the Saskatchewan Roughriders, the 2003 Grey Cup Committee and the two universities to promote the province at Roughriders games in Toronto, Ottawa, Calgary and Vancouver. In addition to in-stadium advertising at the Ontario games, Industry and Resources and its partners held expatriate receptions at all four games to make guests aware of upcoming events such as the Centennial and 2005 Canada Summer Games, as well as business and tourism opportunities. Attendance at the events totalled more than 1,000. The department used the events as an opportunity to generate interest in the new expatriate component of the Saskatchewan Ambassadors Program, and 613 guests signed up to receive more information about the program.

Action
Continue the promotion of the Saskatchewan Business Ambassadors Program by equipping volunteer ambassadors with promotional materials to inform their business contacts about the strong and growing economy and the plentiful business opportunities Saskatchewan has to offer. [2003-04 planned result]

Result
The department launched a revamped Ambassadors Program in September 2003 that includes an expatriate component. Key additions to the program include an updated international marketing video and quarterly e-zine on

Saskatchewan news. Promotion of the program in 2003-04 resulted in an increase in-province from 213 to 387 members and 121 new expatriate members. The Saskatchewan Business Ambassadors Program held breakfast meetings during Wide Open Week for all registered Ambassadors in Saskatoon and Regina, to share their experiences and to thank them for their efforts. The program celebrated its fifth anniversary in October 2003. The program name and look was revamped, incorporating the Expatriate Program and changing the name to the Saskatchewan Ambassadors Program. The revamped program not only has a new look but also a few new promotional tools, such as an international marketing video and CD-ROM that promote the Saskatchewan economy and key sectors. During the 2003-04 fiscal year, 181 new ambassadors received a kit of promotional materials.

Action
Form a partnership with the Saskatchewan Mining Association to promote the mineral industry through television and print advertising and Saskatchewan Mining Week and to promote Saskatchewan as a place for expansion through expanded participation in trade shows and increased advertising. [2003-04 planned result]

Result
The department maintains a partnership with the Saskatchewan Mining Association (SMA) through various annual activities. The department and SMA partnered again in 2003-04 at the Prospectors and Developers Association of Canada Convention (PDAC) in Toronto with a trade show booth, and also sponsored the Saskatchewan Reception, a networking opportunity for the mineral industry to find out more about mining in Saskatchewan. A staff geologist travelled on the SMA-organized annual tour for Saskatchewan teachers of several mines throughout the province. The department provided a display at the Royal Saskatchewan Museum to celebrate Saskatchewan Mining Week, and also produced a print ad about careers in mining to run in Mining Week newspaper supplements. The mineral industry was also promoted through print advertising throughout the year, primarily in industry publications. Department mining staff also attended the Mineral Exploration Roundup show in Vancouver hosted by the BC and Yukon Chamber of Mines.

Action
Host the Explore our Energy Conference, which will provide the opportunity to explore energy possibilities in Saskatchewan, including new oil and gas technology, and research. [2003-04 planned result]

Result
The conference was held in April 2003 with good attendance from the private sector in addition to organizations related to the energy sector.

Action
Implement a new Saskatchewan brand icon for marketing by using it on provincial marketing materials and promoting its use among other organizations. [2003-04 planned result]

Result
Industry and Resources postponed further work on developing a Saskatchewan brand icon for use in provincial marketing materials. The introduction of the Our Future is Wide Open campaign with its logo achieved many of the goals behind the provincial branding effort.

Action
Team Saskatchewan, a team of business and community leaders, will travel with the Premier to a number of trade shows: BIO 2003 in Washington, DC (June); the Aerospace Congress and Exhibition in Montreal (September); the World Forestry Congress in Quebec City (September); and the Canadian Manufacturers and Exporters Conference in Toronto (October). In addition to establishing a major Saskatchewan presence at each show, the trips will also include meetings with potential investors and tourism promotion activities. [2003-04 planned result]

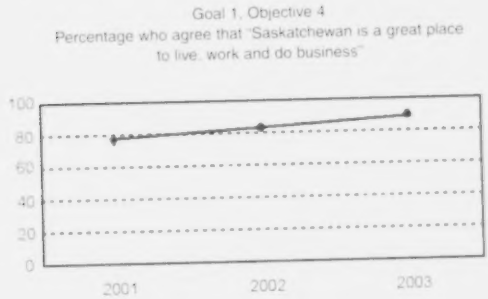
Result
The department led delegations of companies and industry associations on four Team Saskatchewan missions to increase awareness of business opportunities and expand trade and investment in four sectors: biotechnology, aerospace, forestry and manufacturing. The following are results from the missions: signing of a Memorandum of Understanding with the Indian state of Andhra Pradesh and a visit to Saskatoon by companies from the Indian state of Punjab; visits by several international aerospace companies to

Saskatchewan; visits by two forestry companies to the province to look at investment opportunities; and consideration by a major manufacturer to expanding its investment in Saskatchewan.

Goal 1, Objective 4
Measurement Result

Performance Measure
Percentage of Saskatchewan residents, in polling, who agree with the statement: "Saskatchewan is a great place in which to live, work and do business"

Trend Information



Data Source
Saskatchewan Executive Council, Omnibus Polling Program

Goal 2 - Optimal development of energy and mineral resources

Objective 1
Optimized energy and mineral exploration

Increasing the amount of exploration will lead to optimal development of the province's resources. However, some of the factors that affect exploration activity (commodity prices, interest rates and exchange rates) are beyond the department's influence. The department influences exploration by providing geoscientific information on energy and mineral resources and by providing a competitive investment climate. The mineral sector generates wealth for Saskatchewan through royalties, taxes and by providing employment for nearly 20,000 people. Saskatchewan produces $2.4 billion worth of minerals annually, including potash, uranium, coal, gold, sodium sulphate, copper and zinc, with potential for diamonds. Work to develop a diamond royalty system is in progress but requires more work to assess the value of Saskatchewan kimberlites before a royalty system can be completed.

Goal 2, Objective 1
Key Results

Action
Implement year two of the Saskatchewan Mineral Exploration Incentive Program, which includes:

- A 10-year royalty holiday for new precious and base metal mines;
- Development of a competitive royalty and tax regime for diamond mining;
- Implementation of an enhanced geoscience program to improve information and reduce industry's risk (includes development of regional airborne geophysical surveys);
- Continuation of the prospector incentive program and incentives to encourage exploration companies; and
- Implementation of modifications to the mineral exploration tax credit.

[2003-04 planned result]

Result
The royalty holiday for new precious and base metal mines was approved in October 2003 and retroactively implemented effective January 1, 2003.

The economics of a diamond mine are dependent on both the concentration and the value of the diamonds. These are important factors to consider in the development of a royalty system. While considerable diamond exploratory activity occurred in 2003-04, much more exploratory work is required to fully assess the value of diamonds in kimberlites that is key to the development of a competitive royalty regime.

An airborne geophysical survey for Peter Lake Domain (northwest side of Reindeer Lake) was commenced in summer of 2003. Planning is complete for an airborne geophysical survey, northeast of Wollaston Lake.

Four major bedrock and surficial geological mapping projects and a variety of other geoscience projects were completed in northern Saskatchewan in 2003 to help focus further exploration activity by industry.

Minerals-related geoscience was presented to industry at the annual Saskatchewan Geological Survey Open House in Saskatoon in December 2003.

Mineral exploration expenditures in the province increased from $27.8 million in 2002 to $31 million in 2003.

Applications for financial assistance under the Prospectors Incentive Program and the Corporation Exploration Incentive Program continue to be administered by Industry and Resources. The Prospectors Incentive Program was 75 per cent subscribed in 2003-04, and the Corporation Exploration Incentive Program was oversubscribed by about $1 million. The full $1.2 million allocated to the programs for the 2003-04 fiscal year was distributed to 21 companies and 13 prospectors.

Well licensing in 2003 was up 19 per cent over the same period in 2002 with no increase in licensing staff.

Provincial geoscience funding has been maintained and leveraged against federal, industry and university funding at a 2:1 ratio.

Action
Continue to develop a business case for a system for well information and assessment files. [2003-04 planned result]

Result
The business case was developed and the flow of paper petroleum logs and paper mineral assessment file reports will be discontinued.

Action
Undertake a review of regulatory issues identified by industry that may be imposing an unintended burden and constraining development. [2003-04 planned result]

Result
The department conducted a review of several regulatory issues with the oil and gas industry associations and changes have been implemented. Larger target areas for gas wells were approved; spacing was reduced for shallow gas; commingling was approved for the developed gas area; and new provisions were implemented for gas measurement and reporting for heavy oil wells.

A detailed review of the Alkali Mining Regulations and the legislation governing mineral title was completed.

Following consultations with the sodium sulphate industry in Saskatchewan, the department made changes to the Alkali Mining Regulations to introduce a tax credit that will promote investment in capital projects designed to increase the efficient operation of these facilities. Since the introduction of the credit in 2003, a number of projects, proposed by sodium sulphate producers, were approved for the tax credit.

The department implemented its Bienfait Mine Remission Order as an incentive to sustain the operations of the Bienfait mine, with the remission provided in 2003-04 worth about $1.219 million.

Action
Research possible tax incentives for the uranium and potash sectors and implement tax incentives for the coal sector. [2003-04 planned result]

Result
In 2003-04, as part of the review of tax structures applied to the mineral industry, the department reviewed mineral royalty/taxes applied to uranium and potash in a number of competing jurisdictions around the world to evaluate the competitiveness of Saskatchewan royalties/taxes applied to the mineral industry.

The department participated in an inter-jurisdictional review of federal tax changes to phase in a reduced federal corporate income tax rate for the mineral industry, phase out the Resource Allowance and phase in deductibility of mineral royalties/taxes.

The department worked closely with the Department of Finance and the potash mining industry to develop incentives to promote increased sales of Saskatchewan potash and promote capital investment in Saskatchewan mines. The profit component of the potash production tax was eliminated for incremental sales of Saskatchewan potash above the average of sales for 2001 and 2002. Incremental capital expenditures above 90 per cent of 2002 expenditures receive an accelerated rate of depreciation under the potash tax structure. The changes were approved in October 2003 and retroactively implemented effective January 1, 2003.

Department officials have met with Finance and industry officials concerning potential tax incentives for uranium production. The industry identified environmental regulatory process as its major issue, and the department has worked to support the industry position.

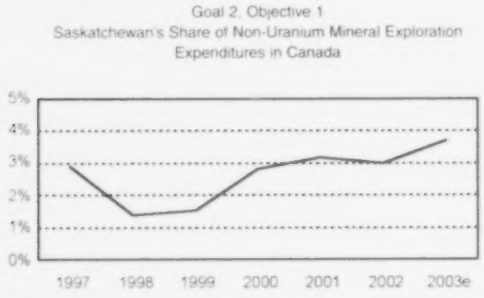
Action
Support Saskatchewan's potash and petroleum industries through geoscience research funding for projects at the universities and grant funding to encourage future geoscientists. [2003-04 planned result]

Result
Twenty Saskatchewan geoscience students, employed in summer field and office programs, received important training and mentoring, thereby helping to develop the next generation of Saskatchewan geoscience professionals.

Goal 2, Objective 1
Measurement Result

Performance Measure
Saskatchewan's share of non-uranium mineral exploration expenditures

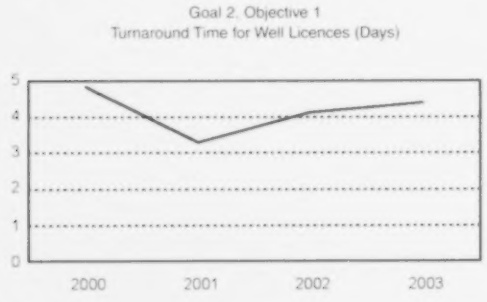
Trend Information



Data Source
Natural Resources Canada

Performance Measure
Turnaround time for well licences

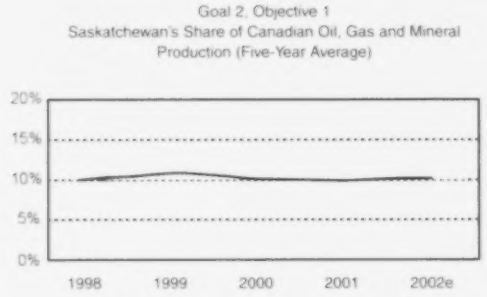
Trend Information



Data Source
Industry and Resources Petroleum and Natural Gas Division

Performance Measure
Saskatchewan's share of Canadian oil, gas and mineral production relative to other provinces

Trend Information



Data Source
Natural Resources Canada

Goal 2, Objective 2
Increased oil and gas recovery rates

The department can influence the amount of oil and gas recovered primarily by reviewing the royalty and tax structures to ensure they are competitive. The department also provides information and new technologies. Other factors, such as prices and specific geological conditions within a reservoir, are beyond the control of the department. Saskatchewan posted an outstanding performance in 2003 with record-breaking oil and gas well drilling, and land sale revenues that approached record levels.

Goal 2, Objective 2
Key Results

Action
Review the Enhanced Oil Recovery (EOR) royalty/tax structure. [2003-04 planned result]

Result
Two new EOR projects were approved in the Lloydminster area – Husky Lashburn SAGD and Nexen Winter VAPEX. Five expansions to existing projects in the Lloydminster area were approved along with an expansion to the EnCana Weyburn CO_2 project.

The review of proposals for a CO_2 flood project in southeast Saskatchewan and a chemical flood project in southwest Saskatchewan began in 2003-04.

Action
Host (in 2003-04) and co-sponsor with North Dakota (in 2004-05) the annual Williston Basin Horizontal Well and Petroleum Conference. [2003-04 planned result]

Result
The department hosted the 11th Williston Basin Horizontal Well and Petroleum Conference in Regina in April 2003 with 280 participants.

Action
Promote and broaden industry participation in the Saskatchewan Petroleum Research Incentive Program and the Petroleum Technology Research Centre. [2003-04 planned result]

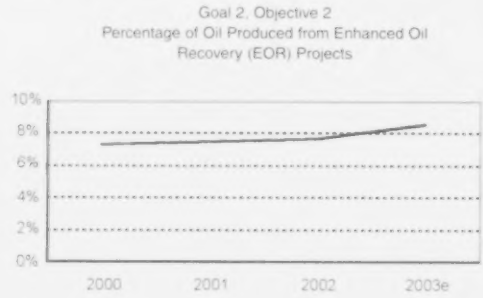
Result
The PTRC has a 13-member board of directors with industry representation forming a majority, as well as industry chairing the board. Industry provided incremental funding of $120,000 to the PTRC in 2003-04, in addition to $225,000 previously committed for research work underway in 2003-04. Seven companies contributed financially to the research at the PTRC. The International Energy Agency Weyburn Carbon Dioxide Monitoring and Storage Project received $765,000 in funding from nine companies in 2003-04, in addition to funding received from other jurisdictions.

Industry and Resources approved $3.2 million in financial support under the Saskatchewan Petroleum Research Incentive (SPRI) to Nexen Inc. for a field pilot project in the Winter reservoir in the province. Since the SPRI began in 2000, $13.8 million has been allocated to 16 projects undertaken by seven companies. About $1.5 million remains to be allocated under the terms of the program.

Goal 2, Objective 2
Measurement Result

Performance Measure
Percentage of oil produced from enhanced oil recovery (EOR) projects

Trend Information



Data Source
Industry and Resources Petroleum and Natural Gas Division

Discussion
The percentage of oil produced from EOR increased in 2003. The department can influence this measure through its support of the Petroleum Technology Research Centre as well through its EOR royalty and tax system which includes the Saskatchewan Petroleum Research Incentive (SPRI) providing royalty credits of 30 per cent of eligible costs related to field testing of new technology in the upstream oil and natural gas sector.

Goal 2, Objective 3
Optimized benefits from resource development

The department administers Crown mineral rights that industry acquires in order to explore and develop provincial resources. Through this function, the department ensures optimal development of resources while protecting the province's interests. Saskatchewan's royalty/tax systems are intended to capture a fair share of the revenue from resource development, while encouraging continued investment in and development of resources by ensuring a fair return to producers who extract Crown resources. The sale of Crown petroleum and natural gas rights for the 2003-04 fiscal year totalled over $159 million, second only to the 1994-95 fiscal year record of $202 million.

Goal 2, Objective 3
Key Results

Action
Encourage companies to make broader use of electronic data submissions and payment processes. [2003-04 planned result]

Result
Additional temporary resources were added to the Petroleum Statistics Branch to assist in bringing certain oil sales/price monitoring functions more current. Companies have been approached to submit oil and gas production and disposition data electronically voluntarily beyond what current regulations require. Approximately 75 per cent of the reported data is received electronically.

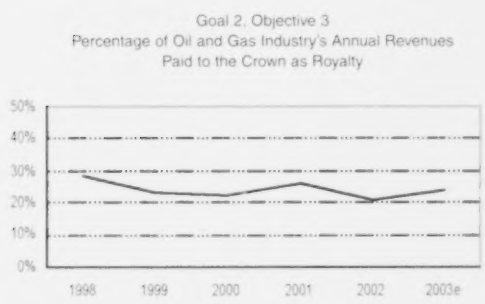
Action
Develop a comprehensive audit plan for effective deployment of enhanced mineral audit capability in risk sectors. [2003-04 planned result]

Result
In 2003-04, the department set about finalizing its audit manual for a comprehensive audit strategy. With the addition of several new audit staff, audit coverage has been allocated in accordance with the strategy.

Goal 2, Objective 3
Measurement Result

Performance Measure
Percentage of oil and gas industry's annual revenues paid to the Crown as royalty

Trend Information



Data Source
Industry and Resources Mineral Statistics Yearbook, Saskatchewan Finance, and Canadian Association of Petroleum Producers Statistical Handbook.

Discussion
Provincial Share of Net Revenues equals Provincial Revenue divided by Industry Net Revenue, where: Industry Net Revenue equals gross industry revenue less operating costs and non-provincial royalties; and Provincial Revenue equals Crown royalties, freehold production taxes, Crown bonus bids, Corporate Capital Tax surcharge and other miscellaneous revenue.

Goal 3 - Responsible use and delivery of energy in Saskatchewan

Objective 1
Access to reliable and competitively priced energy

The department does not directly provide natural gas or electrical power or construct or operate transmission and distribution systems to distribute energy in Saskatchewan. Rather, its role is to analyse and make recommendations on Saskatchewan's energy policy, including electricity market developments and pipeline regulation. Saskatchewan's electricity sector has, over the past four years, significantly increased its generation capacity while decreasing its carbon and energy intensity. Increasing the usage of natural gas, together with new wind power facilities and other forms of environmentally preferred generation capacity, is providing for green electricity growth in meeting increased demand for electricity while considering the impact of emissions from generation activities. A key challenge for the Saskatchewan and North American electricity sector will be to undertake the measures necessary to provide for the reliable supply of electricity that are consistent with North American reliability initiatives following the 2003 blackout in eastern North America.

Goal 3, Objective 1
Key Results

Action
Pursue increased participation by wholesale energy suppliers in Saskatchewan's wholesale electricity market. [2003-04 planned result]

Result
The department pursued increased participation by wholesale energy suppliers in Saskatchewan's wholesale electricity market.

Action
Participate in SaskPower's Open Access Transmission Tariff Customer Dialogue group. [2003-04 planned result]

Result
The department participated in SaskPower's Open Access Transmission Tariff Customer Dialogue group.

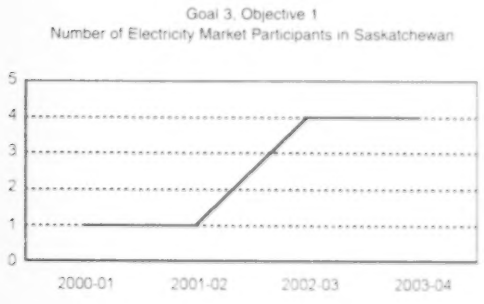
Action
Work with SaskEnergy, SaskPower and Saskatchewan Environment on environmental and energy policy issues. [2003-04 planned result]

Result
The department pursued expanded interprovincial transmission capacity through collaborative studies with federal/provincial/territorial governments.

Goal 3, Objective 1
Measurement Results

Performance Measure
Number of electricity market participants in Saskatchewan

Trend Information



Data Source
Industry and Resources Energy Economics Branch

Goal 3, Objective 2
Balanced response to climate change

The department ensures the government has a balanced response to climate change issues, which includes working with public and private sector players to develop an action plan, analyse the implications and costs, and by supporting initiatives that are creating solutions to the climate change problem. Saskatchewan is particularly vulnerable to the effects of climate change due to our large agricultural and forest sectors. Considerable uncertainty surrounds the future of the Kyoto Protocol, and it is not clear whether the federal government's climate change plan will treat Saskatchewan fairly compared to other Canadians since much of Saskatchewan's economic growth is linked to the development of our oil, natural gas and coal resources.

Goal 3, Objective 2
Key Results

Action
Continue to develop and implement a provincial climate change plan. [2003-04 planned result]

Result
The department worked with the climate change co-ordinator and officials from other departments and agencies to review climate change issues in Saskatchewan, including large industrial emitters, electricity generation, carbon storage in agricultural soils and forests, and energy conservation in buildings. Proposed climate change initiatives were outlined for Cabinet.

Action
Participate in discussions with the federal government to obtain information on the implementation of its climate change plan and negotiate a bilateral cost-sharing agreement with the federal government. [2003-04 planned result]

Result
The department continued to participate in discussions with the federal government to obtain information on federal plans for implementation of its climate change plan and to assess the likely impact on Saskatchewan.

Policy staff outlined Saskatchewan's position on proposed federal policy on greenhouse gas emission offset credits and expressed strong support for federal recognition of the success of Saskatchewan farmers in storing carbon in agricultural soils. Industry and Resources is participating on a committee that advises the federal government about its plans to implement a mandatory system of reporting of greenhouse gas emissions by large industry.

Action
Continue support to the Office of Energy Conservation by participating on the steering committee and assisting in the implementation of energy conservation initiatives.
[2003-04 planned result]

Result
Department specialists participated on the Steering Committee of the Office of Energy Conservation to approve projects undertaken by the office.

Action
Continue support for the Prairie Adaptation Research Collaborative (PARC), the International Energy Agency (IEA) Weyburn CO_2 monitoring project, the International Test Centre and Canadian Clean Power Coalition (CCPC).
[2003-04 planned result]

Result
The department provided support for a number of strategic climate change initiatives, including PARC, the IEA Weyburn Carbon Dioxide Monitoring and Storage Project, the International Test Centre, and the CCPC.

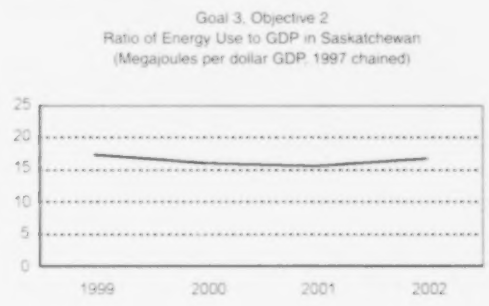
Action
Regulate Saskatchewan's fuel distributors with respect to ethanol-blended fuels including the administration of the grants provided to distributors.
[2003-04 planned result]

Result
A comprehensive review was conducted with industry participants to clarify and streamline the ethanol regulatory framework.

Goal 3, Objective 2
Measurement Result

Performance Measure
Ratio of energy use to GDP in Saskatchewan

Trend Information



Data Source
Statistics Canada, Net Energy Supply

Discussion
For a constant industrial and consumption structure in the economy, a reduction in energy intensity per unit of output will reflect an improvement in energy efficiency. With no change in energy mix, this will reduce greenhouse gas emissions per unit of output in the economy. Reducing greenhouse gas emission intensity lowers the rate of greenhouse gas emissions below the level it would otherwise be at. Reducing greenhouse gas emissions helps to reduce the potential risk of climate change.

Goal 3, Objective 3
Environmental protection and public safety

The department licenses, inspects and sets guidelines for the drilling and operation of oil and gas wells, and regulating seismic activity. This regulatory activity puts the department in daily contact with the industry in providing timely and effective services, and in addressing problems that might arise between the industry and landowners and local governments. The department's efforts are proving their worth, measured by decreasing numbers of oil and gas spills.

Goal 3, Objective 3
Key Actions

Action
Finalize regulations for the orphan well and facility program, including the requirements to license oil and gas facilities. [2003-04 planned result]

Result
The department has added four positions to implement a new liability management program for oil and gas wells and facilities (Oil and Gas Orphan Well Program).

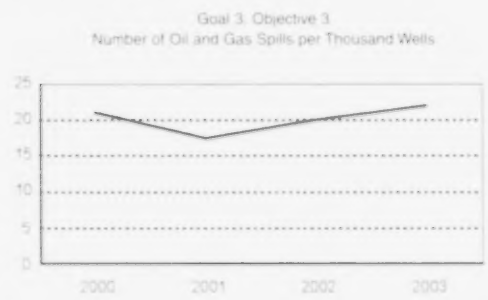
Action
Develop a detailed environmental operating manual for the oil and gas industry.
[2003-04 planned result]

Result
The operating manual is complete and available online at www.ir.gov.sk.ca/opmanual

Goal 3, Objective 3
Measurement Result

Performance Measure
Number of oil and gas spills per thousand wells

Trend Information



Data Source
Industry and Resources Petroleum and Natural Gas Division

Discussion
The number of oil and gas spills per 1,000 wells is an indicator of the industry compliance with operating and environmental regulations. The department inspects and monitors the operation of oil and gas wells and prepares monthly reports. As wells and facilities age and water production increases, there is greater chance for equipment failures and spills to occur. The tendency would be for the number of spills to trend upward; a status quo target would indicate that the department's efforts are having an impact.

2003-04 Financial Results

Financial Report (Budgetary Expenditure)

Appropriation and Expenditure by Subvote and Subprogram

Expenditures

Summary of Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram. Variance explanations are provided for all variances that are greater than $500,000.

in thousands of dollars

Subvote/Subprogram	Original Estimate 2003-04	Actual Expenditure 2003-04	Variance Over/ (Under)	
IR01 Administration Total	**3,683**	**3,617**	**(66)**	
IR02 Accommodation Total	**3,745**	**3,620**	**(125)**	
IR07 Investment Programs				
Economic Partnership Agreements	6,858	4,087	(2,771)	1
Innovation and Science Fund	8,000	7,957	(43)	
Regional Economic Development Authorities and Organizations	2,700	2,586	(114)	
Petroleum Research Initiative	1,000	750	(250)	
Small Business Loans Associations	920	678	(242)	
Strategic Investment Fund	2,303	2,203	(100)	
Technology Commercialization	1,000	824	(176)	
Mineral Exploration Incentives	1,600	1,200	(400)	
Energy Sector Initiatives	904	607	(207)	
Ethanol Fuel Tax Rebate	3,360	522	(2,838)	2
Saskatchewan Roughriders Loan		1,477	1,477	3
IR07 Investment Programs Total	**28,645**	**22,891**	**(5,754)**	
IR03 Industry Development				
Regional Development	1,973	2,226	253	
Special Projects and Investment Services	1,403	1,198	(205)	
Forestry Development	240	262	22	
Business Development	2,153	2,206	53	
Marketing and Corporate Affairs	3,458	3,921	463	
IR03 Industry Development Total	**9,227**	**9,813**	**584**	
IR04 Mineral Revenues Total	**2,211**	**1,974**	**(237)**	
IR05 Petroleum and Natural Gas Total	**5,230**	**4,821**	**(409)**	
IR16 Exploration and Geological Services Total	**4,730**	**4,961**	**231**	
IR06 Resource and Economic Policy Total	**2,502**	**2,306**	**(196)**	
IR08 Co-operatives Total	**750**	**693**	**(57)**	
IR09 Tourism Saskatchewan Total	**7,165**	**7,165**	**0**	
IR10 Saskatchewan Trade and Export Partnership Inc.	**2,441**	**2,441**	**0**	
IR11 Saskatchewan Opportunities Corporation	**7,212**	**7,212**	**0**	
Total Expenditures	**77,541**	**71,514**	**(6,027)**	

Explanations of Major Variances

1 The Western Economic Partnership Agreement program was under budget by $2,771K. This under expenditure is primarily attributable to the late signing of the agreement (September 2003). A number of projects, such as the Saskatchewan Forest Centre Virtual Data Warehouse initiative, did not move forward as quickly as anticipated. This impacted on the department's performance results relating to research and development and commercialization funding leveraged from non-provincial sources. Although the department's final numbers for this performance measure were slightly higher than targeted, the final results achieved could have been considerably higher had the agreement been signed earlier and projects moved forward more quickly.

2 The Ethanol Fuel Tax Rebate was under budget by $2,838K. This under expenditure is primarily attributable to the fact that ethanol plants were not constructed as initially planned. For instance, the Broe ethanol plant at Belle Plaine was not developed as planned. This did not impact the department's performance results relating to a balanced response to climate change since there was very little new ethanol produced within the province and therefore no additional grant dollars spent.

3 The Saskatchewan Roughriders loan subprogram was over expended by $1,477K. This new subprogram was set up mid-year to account for the valuation allowances required on the loan that was issued in December 2003.

Description of Third Party Funding

Funding Source	Amount ($000)	Description
Economic Partnership Agreements	4,087	Federal-provincial agreement to help build the province's capacity for economic growth through innovation.
Innovation and Science Fund	7,957	Promotes research and development partnerships among post-secondary institutions, governments and the private sector.
Regional Economic Development Authorities and Organizations	2,586	Supports community-driven, grassroots organizations to develop and implement effective economic development activities.
Petroleum Research Initiative	750	Provides program core funding to the Petroleum Technology Research Centre to undertake research relevant to the petroleum sector in Saskatchewan.
Small Business Loans Associations	678	Makes funds available, through community-run organizations, to encourage diversification of the province's economy and support community economic development.
Strategic Investment Fund	2,203	Provides support to the research capacity in the province and the development of innovative products and processes.
Technology Commercialization	824	Funding to promote the commercialization of technology through research and development initiatives.
Mineral Exploration Incentives	1,200	Encourages grassroots mineral exploration activity by prospectors and mineral exploration companies in Saskatchewan.
Energy Sector Initiatives	607	Provides funding to a variety of projects, including climate change initiatives and funding to the Petroleum Technology Research Centre to match federal funding provided by the Western Economic Partnership Agreement (WEPA).
Ethanol Fuel Tax Rebate	522	Funding to support the development of an ethanol industry in the province.

Saskatchewan Roughriders Loan	1,477	Allowances on loan provided to the Saskatchewan Roughriders Football Club.
Tourism Saskatchewan	7,165	Funding to support delivery of programs that support regional and sectoral development and provide consultative and financial assistance to help organize, develop and market the tourism industry.
Saskatchewan Trade and Export Partnership Inc.	2,441	Supports the international and domestic marketing activities of its members and clients for the benefit of Saskatchewan.
Saskatchewan Opportunities Corporation	7,212	Support is provided for the operation of the Research Parks Division. The research parks attract businesses that lead development in their respective sectors.

Small Business Loans Association (SBLA) Program

The Small Business Loans Association Program was established in 1989. Small Business Loan Associations, which are community-run organizations, may access interest-free revolving lines of credit of up to $100,000. An SBLA then uses this line of credit to make loans of up to $10,000 to individual businesses.

This loan program supports the department's objective to facilitate business and co-operative growth. The program encourages the diversification of the province's economy and supports economic development by providing funding to non-traditional entrepreneurs.

in thousands of dollars

	Budget	Actual	Variance Over/ (Under)
Beginning Balance	6,488	6,477	(11)
Additions	5,000	3,400	(1,600)
Reductions	(5,054)	(3,351)	1,703
Ending Balance	**6,434**	**6,525**	**92**

Explanation of Variance

1. Fewer loans issued. Uptake of the program is variable and somewhat dependent on rural economic conditions as over 90 per cent of the activity takes place outside the major cities.

2. Reduced concessionary allowance due to fewer loans issued and lower interest rates.

Hudson Bay Mining and Smelting Company Limited (HBMS)

In 1991, the province provided HBMS with an interest-free, $7.8-million advance to help finance a $178-million plant expansion and environmental refitting. The federal government also provided an interest-free loan of $25 million, the Bank of Nova Scotia provided an $80-million loan and the Government of Manitoba $47.2 million. Final payment on the loan is due in June 2008.

in thousands of dollars

	Budget	Actual	Variance Over/ (Under)
Beginning Balance	2,291	2,291	
Additions	0	0	
Reductions	(124)	(124)	
Ending Balance	**2,167**	**2,167**	**0**

Saskatchewan Roughriders Loan

On December 7, 2003, the province provided the Saskatchewan Roughriders with a $2.8-million loan to pay its existing indebtedness and to meet its general operating requirements. The term of the loan is 10 years with two five-year renewal periods.

in thousands of dollars

	Budget	Actual	Variance Over/ (Under)
Beginning Balance	0	0	
Additions	2,800	2,800	0
Reductions	0	(1,452)	(1,452)
Ending Balance	**2,800**	**1,348**	**(1,452)**

Explanation of Variance

1. Valuation allowances were established to recognize the potential risk of the loan and the concessionary terms of the loan.

Grey Cup 2003 Loan

In 2002-03, the province authorized a $100,000 loan to Grey Cup 2003 Inc. for the purpose of providing interim funds to bridge the operating expenses of the 2003 Grey Cup held in Regina on November 16, 2003. Full repayment was received in December of 2003.

in thousands of dollars	Budget	Actual	Variance Over/ (Under)
Beginning Balance	97	97	
Additions			0
Reductions	(97)	(97)	0
Ending Balance	**0**	**0**	**0**

Labour-sponsored Venture Capital Corporation Program Activity

Labour-sponsored Venture Capital Corporations Program

Employee Funds	**Fiscal 2003-04**	**Program to Date (April 89-March 04)**
Number of Registrants Raising Funds	9	26
Funds Invested in Small Businesses	$10,386	$7,395,624
Amounts on Which Tax Credits Paid	$503,140	$6,434,877
Provincial Tax Credits Issued	$99,615	$1,265,018
Jobs Created or Maintained (gross)	183	1,485
Provincial Pool Funds	**Fiscal 2003-04**	**Program to Date**
Funds Raised	$21,866,731	$71,655,199
Number of Investors	7,384	25,418
Number of Investments Made into Eligible Businesses	18	65
Number of Companies Receiving Equity Funding	10	43
Amount of Funds Invested	$7,036,766	$29,133,639
Provincial Tax Credits Issued	$4,345,963	$14,271,981
National Pool Funds	**Fiscal 2003-04**	**Program to Date**
Funds Raised	$1,671,933	$186,189,472
Number of Investors	1,180	70,186
Investments Made into Eligible Businesses	13	39
Eligible Businesses Receiving Equity Funding	6	20
Amount of Funds Invested	$14,885,541	$71,638,603
Provincial Tax Credits Issued	$241,623	$31,206,062

Small Business Loans Association Program

During the reporting year, the following program activity occurred:

Small Business Loans Association Program	2003-04	Program To Date April 1989 - March 2004
Associations Approved	5	364
Active Associations	239	n/a
Approved Client Loans	487	8,748
Dollar Value of Approved Client Loans	$3,430,903	$46,067,476
Client Remittances	$3,147,305	$33,919,645
Total Active Client Loans at the End of the Year	1,904	n/a
Dollar Value of Active Client Loans at the End of the Year	$9,533,276	n/a
Jobs Created	553	9,700
Jobs Maintained	582	9,492
New Businesses Created	221	4,206
Existing Businesses Assisted	287	4,515

Summary of Revenues

The department collects revenues, on behalf of the government, from the production and sale of Saskatchewan's energy and mineral resources, the sale of Crown mineral rights and other associated taxes, services and fees. All revenue collected is deposited in the General Revenue Fund. A summary of the department's 2003-04 budgeted revenue compared to actual revenue is presented in the chart on page 31. Variance explanations are provided for all variances that are greater than $3.0 million.

The department's actual revenue for 2003-04 was $1.157 billion, an increase of $330.768 million over the 2003-04 budget estimate. The most significant reasons for this increase were:

- additional oil revenues of $284.388 million, primarily made up of $206.746 million in increased oil royalties and taxes from the average provincial wellhead price of oil being $7.64 Cdn./bbl higher than budgeted, and a $74.240 million increase in bonus bid revenue from the sale of petroleum and natural gas leases, attributable to consistently high oil and gas prices and the competitive bid activity spurred by the Shackleton natural gas development;
- additional gas royalties and taxes of $91.355 million, attributable to record drilling, rising production levels and the average provincial wellhead price of gas being $1.82 Cdn./Mcf higher than budgeted, and its impact on the price sensitive royalty/tax structure;
- additional revenue of $6.555 million from the sale of Crown mineral rights under Section 5.08 of the Saskatchewan Treaty Land Entitlement Framework Agreement;
- lower potash revenue of $45.721 million, due to a combination of changes to the potash resource tax system, lower prices offset by higher sales, higher industry costs and ocean freight rates, and adjustments of amounts paid in previous fiscal years; and
- lower revenues from other minerals, totalling $5.845 million, primarily attributable to audit adjustments of prior years' overpayments.

Summary of Revenue
in thousands of dollars

Revenue Category	2003-04 Budget	2003-04 Actual	Variance Over (Under)	
Non-renewable Resource Revenue				
Oil	$490,100	$774,488	$284,388	1
Natural Gas	119,100	210,455	91,355	2
Potash	165,900	120,179	(45,721)	3
Other Minerals	41,685	35,840	(5,845)	4
Total Non-renewable Resource Revenue	**$816,785**	**$1,140,962**	**$324,177**	
Other Own-source Revenue				
Mineral Rights Tax	$8,000	$8,060	$60	
Sales, Services and Service Fees	468	6,930	6,462	5
Interest and Penalties	1,039	707	(332)	
Other Miscellaneous Revenue	187	588	401	
Total Other Own-source Revenue	**$9,694**	**$16,285**	**$6,591**	
TOTAL REVENUE	**$826,479**	**$1,157,247**	**$330,768**	

Explanations of Major Variances

1. Oil revenues increased by $284.388 million, primarily due to the actual average provincial wellhead price of oil being $7.64 Cdn./bbl higher than budgeted, and its impact on the price sensitive royalty/tax structure, and an additional $74.2 million in bonus bid revenue from the sale of petroleum and natural gas leases.

2. Natural gas revenues increased by $91.355 million due to record drilling, rising production levels and the actual average provincial wellhead price of gas being $1.82 Cdn./Mcf higher than originally budgeted and its impact on the price sensitive royalty/tax structure.

3. Potash revenues decreased by $45.721 million due to changes in the method of determining potash profit tax, and lower industry profits caused by lower prices, higher costs and the appreciation of the Canadian dollar.

4. Other mineral revenues decreased by $5.845 million, primarily due to credit audit adjustments of amounts received for years prior to 2003-04.

5. Sales and service fees increased by $6.462 million, primarily from the sale of Crown mineral rights under Section 5.08 of the Saskatchewan Treaty Land Entitlement Framework Agreement. (Totals may not add due to rounding)

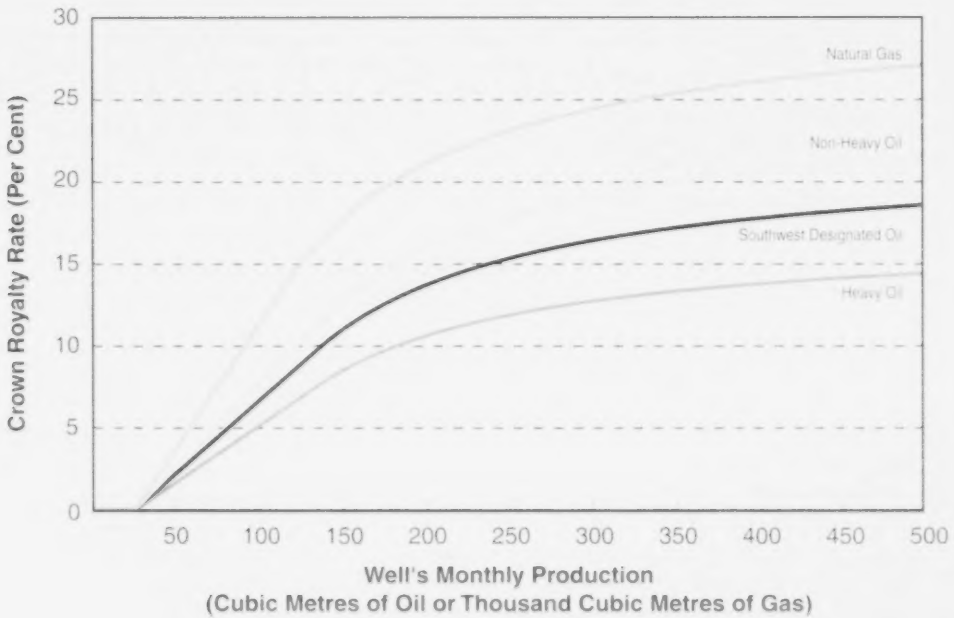
New Oil and Gas Wells Drilled in 2003

Well Category	Producing	Abandoned	Service	Total
OIL:				
Conventional:				
Vertical	1,265	101	70 *	1,436
Horizontal	380	1	22 *	403
Total	**1,645**	**102**	**92**	**1,839**
Enhanced Oil Recovery (EOR †):				
Vertical	15	0	*	15
Horizontal	23	0	*	23
Total	**38**	**0**		**38**
Total Oil Wells	**1,683**	**102**	**92**	**1,877**
GAS:				
Total	**2,291**	**27**	**0**	**2,318**
TOTAL	**3,974**	**129**	**92**	**4,195**

* The split of total service oil wells into the conventional and EOR oil well categories is not available.

† EOR means enhanced oil recovery projects such as firefloods, steamfloods, and CO_2 floods but excludes waterfloods.

Crown Royalty Curve (October 2003)



Major Saskatchewan Resource Industries Statistical Summary - Oil and Gas

CRUDE OIL	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003 (est)
Production (million cubic metres)	17.19	18.75	20.94	23.46	23.15	21.71	24.25	24.75	24.42	24.33
Sales ($ millions)*	$1,878	$2,292	$3,105	$2,868	$1,940	$3,058	$5,034	$3,693	$4,663	$4,755
Direct Employment	5,730	6,070	6,840	7,860	5,640	6,000	7,440	7,780	7,380	8,070
Capital Spending ($ millions)	$985	$1,045	$1,436	$2,544	$1,141	$905	$1,551	$1,440	$1,178	$1,540
Wells Drilled	1,421	1,881	2,539	3,608	1,064	1,391	2,396	1,924	1,643	1,877
Revenues to Province ($ millions)**										
Net Royalty/Tax	$306.4	$346.9	$525.1	$354.4	$233.6	$565.6	$712.7	$477.5	$727.6	$550.2
Oil and Gas Land Sale Bonus Bids***	$202.0	$67.6	$140.8	$109.2	$48.7	$48.1	$55.7	$53.6	$110.2	$159.2
Other Revenue****	$20.2	$32.8	$24.8	$25.1	$22.2	$26.4	$30.6	$24.2	$24.5	$25.2
Total Revenues	**$528.6**	**$447.3**	**$690.7**	**$488.7**	**$304.5**	**$640.1**	**$799.0**	**$555.3**	**$862.3**	**$734.6**

NATURAL GAS	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003 (est)
Production (million cubic metres)	8,521	8,718	8,071	7,820	7,696	7,911	8,152	8,290	8,278	9,050
Sales ($ millions)*	$490	$345	$354	$406	$435	$623	$1,128	$1,307	$942	$1,577
Net Royalty/Tax ($ millions)**	$61.4	$41.3	$53.0	$44.0	$65.9	$91.8	$239.3	$129.1	$152.7	$205.4
Direct Employment	670	395	440	425	575	779	894	1,038	1,291	1,515
Capital Spending ($ millions)	$169	$42	$64	$55	$72	$131	$159	$197	$263	$335
Wells Drilled	1,000	268	369	327	634	1,038	1,209	1,409	1,874	2,314

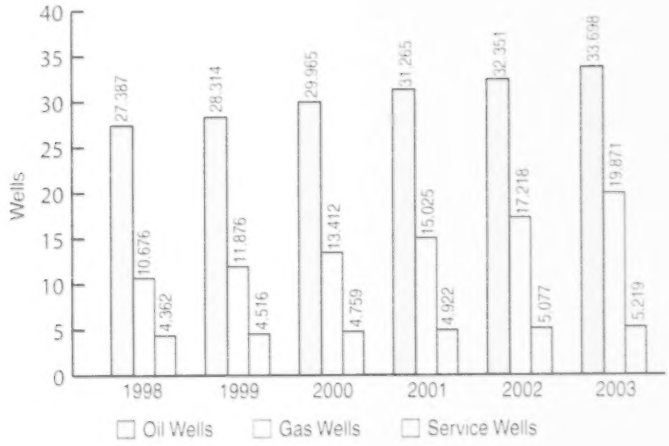
* Crude oil sales are at the wellhead and natural gas sales are at the fieldgate and gas plant inlets.

** All the revenue figures are for the fiscal year beginning in the year shown.

*** Land bonus bids are less the Sand Hill Credits.

**** Other revenues include lease rentals, interest and net royalty payments.

Wells Capable of Production/Injection



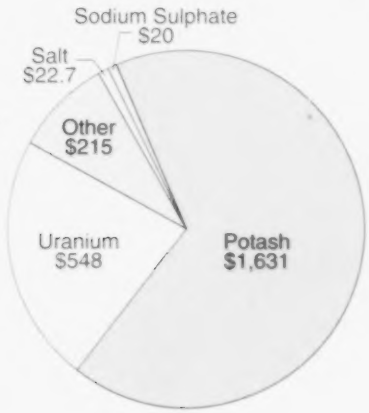
Crown Metallic and Industrial Mineral Dispositions

	March 31/03		March 31/04	
	Number	Area (hectares)	Number	Area (hectares)
Mineral Claims	3,483	2,269,671	3,763	2,343,463
Mineral Permits	19	37,531	2	25,600
Mineral Leases	110	31,193	110	31,192
Alkali Leases	36	12,700	36	12,700
Coal Leases	760	111,872	765	111,890
Quarry Leases	112	4,101	114	3,744
Potash Leases	12	217,728	12	217,728
TOTAL	**4,532**	**2,684,796**	**4,802**	**2,746,317**

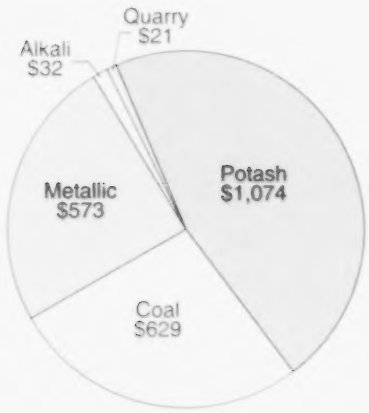
EXPLORATION EXPENDITURES

Commodity	2002 Actual Expenditures ($ Millions)	2003 Actual Expenditures ($ Millions)
Uranium	15.4	13.3
Gold	2.5	2.9
Base Metals	1.7	2.2
Diamonds	7.1	11.7
Others	2.1	1.0
Total	**28.8**	**31.1**

Value of 2003 Saskatchewan Mineral Sales ($ millions)
$2.4 Billion
(Other includes coal, gold, silver, copper, zinc, bentonite and silica sand)



2003-04 Mineral Tenure Revenue
$2.3 Million
- thousands of dollars -



Major Saskatchewan Resource Industries

Statistical Summary - Minerals

Potash	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Production (K_2O thousand tonnes)	7,148	7,925	6,969	8,297	8,646	7,909	8,721	7,799	8,154	8,638
Sales ($ millions)	$1,099	$1,210	$1,098	$1,501	$1,663	$1,682	$1,744	$1,622	$1,717	$1,633
Net Royalty/Tax ($ millions)*	$89	$122	$88	$190	$203	$170	$199	$180	$175	$120
Direct Employment	2,879	2,958	2,978	3,012	3,143	3,081	3,035	3,061	3,044	3,088
Capital Spending ($ millions)	$53	$70	$108	$129	$161	$101	$107	$109	$98	$119

Uranium	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Production (million kg)	10.6	11.6	13.3	14.2	n/a	n/a	12.2	15.1	13.7	12.4
Sales ($ millions)	$408.0	$432.0	$651.0	$557.0	n/a	n/a	$419.2	$561.8	$593.1	$548.0
Royalty/Tax ($ millions)*	$20.2	$44.7	$57.9	$38.5	n/a	n/a	$38.7	$22.7	$29.2	$16.3
Direct Employment (mine site)	1,204	1,458	1,749	1,918	n/a	n/a	1,555	1,307	1,263	1,360
Capital Spending ($ millions)	$37	$126	$245	$277	n/a	n/a	$49	$48	$40	$41

Coal	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Production (million tonnes)	10.7	10.8	11.6	11.8	n/a	n/a	n/a	n/a	n/a	n/a
Sales ($ millions)	$115.2	$116.1	$122.1	$123.4	n/a	n/a	n/a	n/a	n/a	n/a
Royalty/Tax ($ millions)*	$15.6	$15.2	$15.1	$17.4	n/a	n/a	n/a	n/a	n/a	n/a
Direct Employment (mine site)	573	537	540	580	n/a	n/a	n/a	n/a	n/a	n/a
Capital Spending ($ millions)	$8	$5	$6	$9	n/a	n/a	n/a	n/a	n/a	n/a

Salt	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Production (thousand tonnes)	620.2	701.7	813.1	875.1	750.4	755.9	745.9	823.4	920.3	1,004.6
Sales ($ millions)	$20.2	$22.5	$27.8	$24.0	$22.2	$19.8	$20.1	$21.0	$21.4	$22.7
Net Royalty/Tax ($ millions)*	0.6	0.6	0.9	0.8	0.7	0.8	0.8	0.8	1.0	0.9
Direct Employment	224	224	219	206	198	185	178	164	180	205

Sodium Sulphate	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Production (thousand tonnes)	313.8	313.7	327.3	298.4	293.2	282.9	244.5	160.4	185.3	171.4
Sales ($ millions)	$26.1	$25.6	$31.8	$32.7	$30.5	$25.7	$23.0	$22.0	$23.0	$20.0
Net Royalty/Tax ($ millions)*	1.2	1.4	1.6	1.5	1.4	1.2	1.0	1.0	0.9	0.5
Direct Employment	137	143	152	144	159	119	104	60	56	93

Precious & Base Metals	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Gold										
Production (thousand troy ounces)	50.56	94.88	106.92	130.71	90.25	61.82	n/a	n/a	n/a	n/a
Sales ($ millions)	$25.29	$45.44	$55.80	$67.11	$47.65	$26.33	n/a	n/a	n/a	n/a
Silver										
Production (thousand troy ounces)	0	4.7	7.28	7.57	21.7	33.85	n/a	n/a	n/a	n/a
Sales ($ millions)	$0.0	$0.0	$0.1	$0.2	$0.3	$0.3	n/a	n/a	n/a	n/a
Base Metals										
Production (thousand kilograms)	0.7	nil	nil	nil	nil	nil	n/a	n/a	n/a	n/a
Sales ($ millions)	$0.9	nil	nil	nil	nil	nil	n/a	n/a	n/a	n/a
Precious & Base Metals										
Revenues ($ millions)*	$1.2	$1.3	$1.0	$0.4	$0.7	$1.0	n/a	n/a	n/a	n/a
Direct Employment (mine site)	100	157	188	232	357	327	n/a	n/a	n/a	n/a
Capital Spending ($ millions)	nil	$4.5	$43.0	$10.0	$15.0	$6.0	n/a	n/a	n/a	n/a

Other **

(includes Bentonite, Quarriable Materials, Coal, Uranium*, Gold, Silver and Base Metals)	*1998	*1999	2000	2001	2002	2003
Production (million tonnes)	11.81	11.69	11.21	11.41	11.38	10.68
Sales ($ millions)	$642.6	$673.5	$195.5	$203.9	$213.8	$215.6
Royalty Tax ($ millions)	$47.2	$39.8	$14.7	$14.8	$22.5	$17.3
Direct Employment (mine site)***	2,704.0	2,505.0	2,251.0	1,966.0	2,045.0	714.0
Capital Spending ($ millions)	$305.0	$296.0	$77.0	$70.0	$79.0	$36.8
Exploration Expenditures ($ millions)	$29.5	$28.4	$24.2	$22.9	$29.2	$41.4

* All revenue figures, including royalties/taxes, are for the fiscal year beginning in the year shown.

** Confidentiality requirements pursuant to *The Crown Minerals Act* do not permit commodity specific information to be released where there are fewer than three producing companies. This information is aggregated and presented in the "Other" category, which includes Bentonite, Quarriable Materials, Coal, Uranium (1998 & 1999), Gold, Silver and Base Metals.

*** Additionally, approximately 300 Saskatchewan residents are employed at the HBMS operations in Flin Flon, Manitoba.

Where to Obtain Additional Information

This report provides information about our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of the plan, we invite you to call (306) 787-1691.

Or contact:

Saskatchewan Industry and Resources
Public Affairs
2103 – 11th Avenue
4th Floor
Regina, SK S4P 3V7

Or send us an e-mail through our website: www.ir.gov.sk.ca

Additional Resources/Websites:

www.wideopenfuture.ca

Visit our website www.ir.gov.sk.ca to find out about:

2004-05 Provincial Budget documents

Partnership for Prosperity

Appendices

Legislative Responsibilities

The Minister of Industry and Resources is responsible for the legislation listed hereunder.

The Co-operative Guarantee Act was established to enable the government to assist co-operatives that do not qualify for conventional loans by providing a government guarantee of loans made through an approved lender. This program is inactive and there are no outstanding loans.

The Crown Minerals Act allows for the leasing of Crown mineral rights and provides the authority to collect royalties on Crown dispositions.

The Department of Energy and Mines Act provides for the exploration for, development, management and conservation of non-renewable resources and the development, management and conservation of energy.

The Economic and Co-operative Development Act encourages the development, diversification and renewal of the Saskatchewan economy.

The Ethanol Fuel Act provides for the production, use and blending of ethanol, including the promotion of a cleaner environment through the use of ethanol.

The Freehold Oil and Gas Production Tax Act provides the authority to tax freehold oil and gas and recovered crude oil in the province.

The Labour-sponsored Venture Capital Corporations Act provides the framework for the Invest in Saskatchewan Program and the issuance of tax credits under the program.

The Mineral Resources Act, 1985 provides for the orderly exploration for, and development, conservation, management, and primary production of, mineral resources in Saskatchewan.

The Mineral Taxation Act, 1983 provides authority to tax mineral production and mineral rights.

The Oil and Gas Conservation Act allows for the orderly exploration for, and development of, oil and gas in the province and optimization of recovery of these resources.

The Pipelines Act, 1998 provides the authority regarding the construction, operation and abandonment of oil, natural gas and other pipelines.

The Tourism Authority Act establishes the Saskatchewan Tourism Authority and sets out its responsibilities for tourism marketing, development, promotion and other tourism-related activities.

During the reporting year, *The Miscellaneous Statutes (Security Management) Amendment Act, 2003* amended several provincial Acts – including two for Industry and Resources – in order to address terrorist activity and the threat of terrorist activity. Regulation-making power was created under *The Oil and Gas Conservation Act* as well as *The Pipelines Act, 1998* to allow for regulations that will relate to threats to the security of oil and gas installations or pipelines by ordering the shut-down of facilities or such other security measures as may be necessary.

Publications

Saskatchewan Industry and Resources distributed the following publications during the reporting year:

Economic Strategy
- Partnership for Prosperity
  - Consultation Document (2000)
  - Strategy (2001)
  - Action Plan (2001)
  - What we Heard (2001)
  - Executive Summary (2001)
  - Year 1 Progress Report (2002)
  - Year 2 Progress Report (2003)

Economic Analysis
- Monthly Economic Indicator Report

Business and Co-operative Services
- REDAs: Organization and Funding
- Directory of Business Associations in Saskatchewan (April 2002)
- Growing From Within: A Practical Approach to Economic Development (video)
- Business and Co-operative Information Resource Materials - 84 titles (April 2002)
- Kinds of Business - 48 titles (August 2002)
- Building the New Saskatchewan – New Generation Co-operatives For Agricultural Processing and Value-Added Projects: A Development Guide (September 2002)
- Co-operative Development Assistance Program fact sheet
- Developing and Supporting Saskatchewan Co-operatives: A Director's Handbook
- Major Projects Inventory (on website)

Business Services (now Competitiveness Branch)
- Information Bulletins (16 titles)

Economic Diversification
- Saskatchewan Manufacturers' Guide (on website)

Invest in Saskatchewan Program (previously the Labour-sponsored Venture Capital Corporations Program (LSVCC)
- Invest in Saskatchewan Employee Funds Type B fact sheet
- Invest in Saskatchewan Pool Funds Type A fact sheet
- Invest in Saskatchewan Brochure

Small Business Loans Associations Program
- Mandate, criteria and fact sheet

Innovation and Science Fund
- Mandate, criteria and application (available on department website)

Canada/Saskatchewan Western Economic Partnership Agreement (WEPA)
- Mandate and criteria

Investment Attraction
- Saskatchewan out-of-province marketing kit:
  - Overview brochure
  - Sector-specific fact sheets – agricultural biotechnology; agricultural equipment; bio-products and processing; call centres; Canadian Light Source Inc.; cultural industries; electronics and instrumentation; food and beverage processing; forestry; information and communications technologies; life sciences; manufacturing industries; minerals; oil and gas; pork production; tourism.
  - Saskatchewan fact sheets – about Saskatchewan, competitive cost advantages, exporting.
  - Program fact sheets – Saskatchewan Ambassadors Program; Small Business Loans Association Program
- Saskatchewan Ambassadors Program kit:
  - Fact sheets (all)
  - Competitive Advantages brochure
  - Wallet CD-ROM
  - More Information postcard
  - Welcome letter
  - Tips for Ambassadors
  - Order form
  - Tourism information
  - Business Unlimited newsletter
- Investors Package (available only upon request)
- Greenprint on Ethanol Production in Saskatchewan
- Forestry Status Report, Spring 2002
- Saskatchewan Forest Centre Status Report, May 2003
- Climate Change:
  - o Making it Work: A Saskatchewan Perspective on Climate Change Policy
  - o Effects of Climate Change on Agriculture, Forests and Rural Communities
- Assessment of Competitiveness of Saskatchewan's Public Infrastructure, July 2003

Geological Publications

- 2003 Saskatchewan Industry and Resources Annual Report Interactive Geological Atlas of Saskatchewan CD-ROM version 6
- 2003 Pool Boundary Maps
- 2003 Weekly Drill Activity Report E-mail
- 2003 Monthly Drill Activity Report
- 2003 Monthly Oil and Gas Production Report
- Lower Paleozoic Map Series
- 2004 Weekly Drill Activity Report
- 2004 Monthly Oil and Gas Production Report
- Reservoir Annual, 2001
- Mineral Statistics Yearbook, 2001
- 2003-4.1 Summary of Investigations CD-ROM
- 2003-4.2 Summary CD-ROM and map
- 2004-2 Mineral Statistics Yearbook, 2002
- 2004-7 Geoscape Southern Saskatchewan Poster
- Assessment File CD-ROM
- Mineral Deposits Index CD-ROM
- Geological and Mineral and Petroleum Resources of Saskatchewan

Open Files

- 2003-1: Geology, South Reindeer Lake (West, Central, and East Sheets) - 3 maps

Geological Reports

- SIR Report No. 223: Jura-Cretaceous Success Formation and Lower Mannville Group of Saskatchewan.

Other

- Department annual reports
- Saskatchewan Business Unlimited quarterly magazine (free by subscription)
- Saskatchewan Economic News monthly news summary (free by subscription)
- Canadian Light Source – New Light for Science and Innovation (1999)
- E-Government in Saskatchewan
- A Wealth of Information – Accountability Report

For more information, contact:

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Fax: (306) 787-8447

Saskatchewan Industry and Resources Offices

Regina
Head Office
2103 – 11th Avenue
Regina, SK S4P 3V7

Financial Building
2101 Scarth Street
Regina, SK S4P 3V7

Centre for Business Development
1925 Rose Street
Regina, SK S4P 3P1

Core Lab
201 Dewdney Avenue East
Regina, SK S4N 4G3

Estevan
303 Wicklow Centre
1133 – 4th Street
Estevan, SK S4A 0W6

Area 4 Field Office
1302 – 3rd Street
Estevan, SK S4A 0S5

Moose Jaw
88 Saskatchewan Street East
Moose Jaw, SK S6H 0V4

North Battleford
1202 – 101st Street
North Battleford, SK S9A 1E9

Yorkton
23 Smith Street West
Yorkton, SK S3N 0H9

Saskatoon
345 – 3rd Avenue South
Saskatoon, SK S7K 2H6

Saskatoon
206 – 15 Innovation Boulevard
Saskatoon, SK S7N 2X8

Swift Current
885 – 6th Avenue North East
Swift Current, SK S9H 2M9

Area 3 Field Office
350 Cheadle Street. West
Swift Current, SK S9H 4G3

Prince Albert
3rd Floor, City Hall
1084 Central Avenue
Prince Albert, SK S6V 7P3

Kindersley
Area 2 Field Office
113 – 2nd Avenue East
Kindersley, SK S0L 0S0

Lloydminster
Area 1 Field Office
4815 – 50th Street
Lloydminster, SK S9V 0M8

La Ronge Office
1310 La Ronge Avenue
La Ronge, SK S0J 1L0

Creighton Office
P.O. Box 70
Creighton, SK S0P 0A0

Office of Northern Affairs
Mistasinihk Place
1328 La Ronge Avenue
Box 5000
La Ronge, SK S0J 1L0

Telephone Numbers

Canada-Saskatchewan Business Service Centre (CSBSC)	1-800-667-4374
Saskatchewan Industry and Resources Regional Offices (Business and Co-operative Services)	1-800-265-2001